
Editorial

M.N. Qureshi

Department of Mechanical Engineering,
The Maharaja Sayajirao University of Baroda,
Vadodara 390002, Gujarat, India
E-mail: mnqureshi@rediffmail.com

K. Ganesh*

Supply Chain Management – Center of Competence,
McKinsey Knowledge Center,
McKinsey & Company, 8th Floor, DLF City Phase 1,
DLF Plaza Tower, Gurgaon 122022, Haryana, India
E-mail: koganes@yaho.com
*Corresponding author

Tzong-Ru Lee

Department of Marketing,
National Chung Hsing University,
250 Kuo Kuang Road, Taichung 402, Taiwan
E-mail: trlee@dragon.nchu.edu.tw

Biographical notes: M.N. Qureshi is an Associate Professor at the Mechanical Engineering Department, Faculty of Technology and Engineering, The MS University of Baroda. He earned his Graduation and Post-graduation degrees in Mechanical Engineering from MS University of Baroda and PhD from IIT Roorkee, Roorkee. He has more than 100 publications to his credit in national/international journals and on conference proceedings. Two research scholars have successfully completed their research and at present he is guiding five research scholars for their PhD in various areas. His research interests include industrial management, quality management, logistics and supply chain management, production management, total quality management, branding, customer experience, decision making, etc.

K. Ganesh is currently working as a Knowledge Specialist at Supply Chain Management – Center of Competence, McKinsey Knowledge Center, McKinsey & Company, Gurgaon, India. He holds a Doctorate from Indian Institute of Technology Madras, Chennai, India. His research interests lie in the application of heuristics, meta-heuristics, multivariate statistical techniques and multi-criteria decision-making tools to logistics and supply chain management. His consulting exposure includes supply chain network and inventory optimisation. His teaching interests include combinatorial optimisation, green supply chain, knowledge management and balanced scorecard. He has published several papers in leading research journals such as the *European Journal of Operational Research*, *International Journal of Systems Science* and *International Journal of Advanced Manufacturing Technology*.

Tzong-Ru Lee is Professor of the Marketing Department and Chairman of the Institute of Electronic Commerce at National Chung-Hsing University in Taiwan. He received his PhD from Texas A&M University, Texas, USA. His researches mainly focus on marketing, supply chain management, and the application of electronic commerce and management science. He has published various papers in peer reviewed international journals. He was a 2006 Fulbright Visiting Professor in the USA and a co-author of four books. Also, he is the Associate Editor of International Journal of Electronic Customer Relationship and International Journal of Logistics Economics and Globalisation.

Industry continually strives to provide value added products and services with increased customer satisfaction. Value addition and customer satisfaction become strategic missions as they drive businesses' market shares in the local and global marketplace. Logistics services play a significant role in establishing value addition and customer satisfaction through customised services. Logistics outsourcing is also seen as a strategic move towards accomplishing core values by delivering products and services to the right place at the right time and cost. Companies looking for logistics economics may undergo ongoing improvement in their services cost-effectively through efficient use of information system and teamwork.

The key areas of focus regarding logistics services for effective supply chains to manage the challenges of enterprise network management are:

- *logistics services management*: excellence models in logistics management for local and global logistics management
- *logistics management decisions*: various decision support system (DSS), multi-criteria decision models (MCDM) and models based on soft computing to aid logistics managers in decision making
- *cost control and service improvement*: rapid and constant change are rocking this traditionally stable area and management must to adapt for growth.

Accordingly, this special issue is aimed at meeting the challenges posed and overcoming the existing gaps. It includes state-of-the-art manufacturing and services industries on some critical research issues pertaining to logistics services in various domains of supply chain. This special issue covers areas in complexity environment, mobile communication, technical standardisation, corporate social responsibility, advertising capability and vehicle path planning. It is intended for practitioners from industry who use techniques from a wide range of fields. The papers of this special issue have real value relevance, be primarily focused on real time implementation and the target audiences of this special issue are researchers, managers, practitioners and consultants.

We are delighted to offer six articles in this issue of the *International Journal of Enterprise Network Management* to address these matters.

The first article by Oliveira and Sbragia intends to contribute to the planning guidelines in the field of value chain management (VCM). Thus, it develops a model reference proposal supported by the definition of a highly complex environment of knowledge towards on the innovation value chain performance in the product/technology development process (PDP) applied to technology-based companies under uncertainty and restraint. The aforementioned system considers a sequence of proceedings directed to

the prioritisation ranking of knowledge objects, so as to assist managers in choosing priorities regarding information and theoretical knowledge. This stage considers a sequence of systematic procedures in the following phases:

- 1 determining the information needs in two stages:
 - a identification of the critical success factors (CSF)
 - b identification of the information areas
- 2 determination of knowledge objects ensued as follows:
 - a the selection of the concept of knowledge
 - b the identification and acquisition of knowledge
 - c the prioritisation of knowledge objects
 - d the mental representation of the objects of knowledge.

The research was achieved through the intervention of specialists.

The second research article by Kajiura indicated that the technical standardisation has shifted from de facto to consensus standard in information communication technology (ICT). Moreover, the number of enterprises declaring patents in the standardisation process has increased. This paper verifies the 'strategy option of standards and patents' in consensus standardisation from the aspect of open innovation. Two case studies of Mitsubishi Electric, a multinational company in Japan, were presented. Both case studies use the consensus standardisation process and achieve open innovation. Closed innovation was assumed to be an initial innovation source in the consensus standardisation. Two open coupled innovation elements were introduced. A high-capability enterprise formed the outside institute that generate the innovation when the best innovation could not be procured from outside. Achieving an open innovation was then attempted.

The third article by Shabeer, Banu and Zubar introduced a hardware approach which helps in detection of driver using mobile phone and block the mobile communication in the driver seat while driving. The trigger for this study was approximately 20% of total fatal accidents involve truck or heavy vehicle was due to driver use of cell phone. RFID technology used to transmit the vehicle number plate information stored in RFID tag to RFID reader buffer, when driver use of cell phone was detected. Data collected from the reader will be transmitted from car and displayed at traffic signal post containing LCD so that police can take legislative action against the driver.

The fourth research manuscript by Mmadu and Osevwe highlighted that proponents of corporate social responsibility (CSR) claim that it has lots of benefits for the company such as good reputation, competitive advantage and trust; on the other hand opponents claim that CSR cannot protect a firm from financial harm in times of crisis. The objective of this paper is to investigate the effect of financial crisis on the level of CSR activities of firms in Nigeria and conceptually examine the behaviour of firms in implementing CSR activities in the time of financial crisis. Also, a survey was conducted to explore the impact of global financial crisis on firm's implementation of CSR project in Nigeria using randomly selected oil firms. Data was generated through the use of questionnaires while descriptive statistics was employed in analysing data. The result shows that there is a significant decrease in CSR activities of firms in times of financial crisis. However, was an overwhelming evidence of CSR strategic benefits to firms during crisis era. The study recommended further in-depth study on the effects of the global financial crisis.

The fifth research paper by Khan and Farhat aimed to aims to analyse the influence of advertising led brand personality congruity on consumer's response in formulation of favourable attitude towards the apparel brands and the congruity effect on the purchase intention of consumers. It attempts at integrating the concepts of congruity, attitude towards the advertisement, attitude towards the brand and the purchase intention. Stimuli of seven fashion apparel brands with different expected personalities were evaluated by the respondents on brand personality scale of Aaker (1997). The paper presents viable propositions as managerial implications for building the brand personality. The study fills the gap in the literature about the congruence between brand and human images, and demonstrates how advertising led self-image congruity dimensions impact brand preference and purchase intention among consumers.

The last sixth article by Miao and Huang highlighted that the evolutionary computation is an effective tool for solving optimisation problems. However, its significant computational demand has limited its real-time and online applications, e.g., mobile vehicles in supply chains. An enhanced SA approach incorporating with initial path selection heuristics and multiple mathematical operators is proposed in this paper for vehicle path planning in dynamic supply chain environments. It requires less computation times while giving better trade-offs among simplicity, far-field accuracy, and computational cost. The enhanced SA is analysed in several environments. The evaluation results demonstrate the ESA approach has the best performance for vehicle path planning in dynamic supply chains.

We hope that our readers are able to benefit as much from the work of these impressive researchers and practitioners as we have. Our team welcomes comments and suggestions from our visitors, and greatly appreciates your feedback. We look forward to building on this special issue with many more issues over the coming years, as we engage in productive dialogue that confronts the dynamic social science challenges faced in today's world.